



# DEPARTMENT SUMMARY

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## Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

### About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,133 slips in the Harbor, about 19% of which are used by commercial fishermen and 81% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

While the Harbor area is a mixture of ocean dependent, ocean related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

### Fiscal Year 2010 Budget Highlights

Waterfront Department will fund \$3,700,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf and Marina 2 slip and finger replacement, and installation of a solar thermal unit on one marina restroom. The most significant capital project will be the replacement of the Marina One main walkway, gangway and utility distribution system which marks the beginning of a multi-year rehabilitation project for Marina One, the harbor's largest marina.

The Waterfront Department has received approval for a loan of \$6.7 million from the California Department of Boating and Waterways to partially fund the Marina One project. \$720,000 of the loan has funded on July 1, 2008 and additional loan funding to be funded in fiscal year 2010.



# DEPARTMENT SUMMARY

## Waterfront

### Department Financial and Staffing Summary

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>43.30</b>	<b>43.30</b>	<b>43.30</b>	<b>43.30</b>
<b>Hourly Employee Hours</b>	<b>58,238</b>	<b>58,238</b>	<b>59,291</b>	<b>52,588</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 6,807,794	\$ 6,897,485	\$ 6,412,314	\$ 7,145,541
Leases	4,314,201	4,115,492	4,191,201	4,154,758
Interest Income	490,553	276,019	331,156	125,000
Other Revenue	117,292	259,880	182,131	97,049
<b>Total Department Revenue</b>	<b>\$ 11,729,840</b>	<b>\$ 11,548,876</b>	<b>\$ 11,116,802</b>	<b>\$ 11,522,348</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 5,096,153	\$ 5,495,871	\$ 5,495,871	\$ 5,530,336
Supplies and Services	3,458,942	3,812,737	3,605,524	3,334,220
Special Projects	38,131	30,393	30,506	202,000
Debt Service	944,400	1,592,262	1,592,262	1,593,441
Non-Capital Equipment	129,118	209,584	144,500	83,500
Capital Equipment	-	15,000	-	-
Appropriated Reserve	-	150,000	150,000	100,000
<b>Total Department Operating</b>	<b>\$ 9,666,744</b>	<b>\$ 11,305,847</b>	<b>\$ 11,018,663</b>	<b>\$ 10,843,497</b>
<b>Capital Revenues</b>	<b>66,063</b>	<b>2,515,000</b>	<b>2,500,000</b>	<b>-</b>
<b>Capital Program</b>	<b>1,731,904</b>	<b>5,087,023</b>	<b>3,363,000</b>	<b>1,130,000</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ 397,255</b>	<b>\$ (2,328,994)</b>	<b>\$ (764,861)</b>	<b>\$ (451,149)</b>

The Waterfront Department is budgeted in the Waterfront Fund.

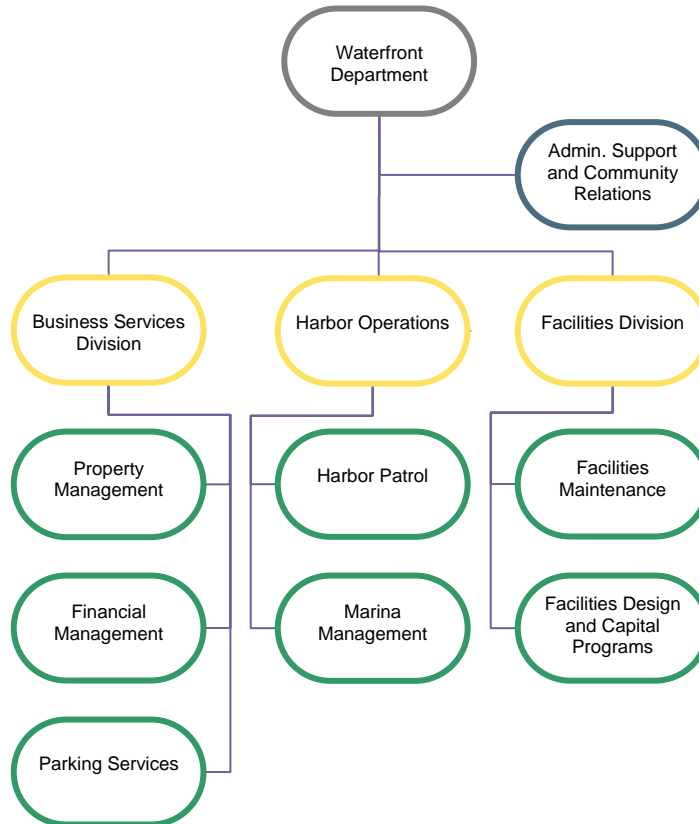


# DEPARTMENT SUMMARY

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## Waterfront

### Program Organizational Chart





# DEPARTMENT SUMMARY

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## Waterfront

### Response to Economic Downturn

#### Amount Needed to Balance

The Waterfront Department operations are part of a stand alone enterprise fund independent of the General Fund. It relies on revenues generated from the waterfront, including parking fees, leases and slip fees. While much of the revenues has held steady during this economic downturn, revenues generated from slip transfer fees has declined markedly. Slip transfer fee revenues are projected to be approximately \$500,000 below budget in the current fiscal year 2009, and the trend is expected to continue into FY 2010. Additionally, beginning July 1, 2009, the Waterfront Fund will assume responsibility for the maintenance of three public restrooms along the waterfront located at Stearns Wharf, Leadbetter Beach, and the Chamber of Commerce Visitor Center; maintenance of the Dolphin Fountain; and funding for the 4<sup>th</sup> of July fireworks show. As a result, the Waterfront Fund will need to raise revenues and cut costs to close a projected gap of approximately \$700,000 and to maintain reserves at or above minimum required levels over the next 3-6 years.

#### Balancing Strategy

The Waterfront Department's strategy to address the revenue shortfall and increased expense related to the funding shift to Parks are to cut operating expenses, increase user fees, and reduce and eliminate funding for capital programs. Additional fee increase and capital program cuts will be needed in the next 3-5 years to maintain reserves at minimum required levels. Key elements of the proposed strategy are discussed below.

#### New/Enhanced Revenues (\$722,000)

Effective July 1, parking rates will be increased in hourly (staffed) lots, honor fee (unstaffed) lots, and on Stearns Wharf. Slip fees will be increased 4% (with 4% increase in FY 2011 and 3% in 2012), visitor slip fees will be increased 50%, and slip transfer fees will be increased. A variety of other administrative fees will be increased such as boat charter permits, public meeting room rentals, maximum dialing parking fees for vehicles and boat trailers, and temporary docking fees for commercial (non fishing) vessels.



# DEPARTMENT SUMMARY

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## Waterfront

### Reduction in Operating Costs (\$553,000)

Several hourly positions have been eliminated in the Parking and Facilities Maintenance programs. Maintenance projects planned for the public deck at 217 Stearns Wharf (adjacent to the wine tasting room) and the Marine Center Building (125 Harbor Way) have been deferred indefinitely. The janitorial service contracts with UPC/Work Inc., and ServiceMaster have been reduced or cut back. The planned reduction in operating costs also includes a planned 13-day unpaid furlough of Waterfront staff; however, no furloughs have been approved by the labor union at this time.

### Reduction in Capital Program Costs (\$170,000)

For FY 2010, cost reductions have been imposed upon the Marina Annual Capital repair program, the annual Stearns Wharf pile driving program, and the program to replace the video security system. The Navy Pier timber replacement project has been eliminated. Additional capital program reductions of approximately \$595,000 will be required during the next 3-5 years to maintain reserves at minimal required levels.

## Service Level Impacts

In general, increasing fees in a declining economy can be counterproductive. The increase in parking fees may discourage consumers from patronizing businesses in the Harbor and Stearns Wharf, which could have a negative effect on percentage rent revenue received for Waterfront lessees. Reductions of hourly positions in the parking program could result in less parking revenue due to less monitoring in the honor fee lots. Reductions in the Facilities maintenance programs will mean that less maintenance / upkeep and janitorial services will be provided, resulting in the Wharf and Harbor becoming a less attractive place to visit.

The anticipated work furloughs, inability to cash out unused vacation and reduction in operating funds combined with the possible additional Park and Recreation fund transfer will likely affect the Waterfront Department's ability to meet its P3 performance measurement goals. The Department's ability to complete minor and major capital projects will be adversely affected. The reduction of workforce hours will require staff to focus more on merely accomplishing day-to-day tasks at the expense of long term planning efforts.

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

- Administrative Support and  
Community Relations
  - Property Management
  - Financial Management
  - Parking Services
  - Harbor Patrol
  - Marina Management
  - Facilities Maintenance
  - Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Waterfront Department will receive \$1.55 million of federal funding for the annual maintenance dredging of the Federal Channel in Santa Barbara Harbor for FY 2009.

## Administrative Support and Community Relations

(Program No. 8111)

### Mission Statement

Provide direction and support to Waterfront Department Staff along with effective communication and representation before Federal and State Agencies, local harbor community, residents and businesses.

### Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, State and Federal agencies.

### Key Objectives for Fiscal Year 2010

- Ensure 85% of department program objectives are achieved.
- Continue a comprehensive public information and community relations program which includes sponsored Waterfront Events, Published Department Communication, Navy Ship and Cruise Ship visits and sponsored public/media meetings.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Other Revenue	\$ -	\$ 115,332	\$ 115,332	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 115,332</b>	<b>\$ 115,332</b>	<b>\$ -</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 581,215	\$ 594,164	\$ 594,164	\$ 603,233
Supplies and Services	1,163,063	1,261,052	1,189,698	1,054,072
Special Projects	38,131	30,393	30,506	55,000
Debt Service	944,400	1,592,262	1,592,262	1,593,441
Non-Capital Equipment	36,451	55,000	55,000	12,500
Appropriated Reserve	-	150,000	150,000	100,000
<b>Total Expenditures</b>	<b>\$ 2,763,260</b>	<b>\$ 3,682,871</b>	<b>\$ 3,611,630</b>	<b>\$ 3,418,246</b>

## Program Performance Measures

<b>Performance Measures</b>	Actual FY 2008	Projected FY 2009	Proposed FY 2010
Ensure 85% of department program objectives are achieved	82.5%	85%	85%

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital  
Programs

## Property Management

(Program No. 8112)

### Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

### Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Assure tenants receive the services entitled under their agreements.

### Key Objectives for Fiscal Year 2010

- Support tenants' sales through department funded marketing and promotions.
- Renew 80% of Business Activity Permits (BAPs) within 30 days of permit expiration.
- Collect 95% of base rents by due date in lease.
- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.



## RECENT PROGRAM ACHIEVEMENTS

Co-op advertising with Cox Media, City TV, Stearns Wharf Business Association and Harbor Merchants Association to bring the community and visitors alike to the Waterfront.



## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Leases	\$ 4,314,201	\$ 4,115,492	\$ 4,191,201	\$ 4,154,758
Fees and Service Charges	5,388	6,482	6,579	6,750
Other Revenue	69,506	85,832	43,919	87,549
<b>Total Revenue</b>	<b>\$ 4,389,095</b>	<b>\$ 4,207,806</b>	<b>\$ 4,241,699</b>	<b>\$ 4,249,057</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 109,832	\$ 156,473	\$ 156,473	\$ 156,822
Supplies and Services	102,564	161,602	81,378	75,642
<b>Total Expenditures</b>	<b>\$ 212,396</b>	<b>\$ 318,075</b>	<b>\$ 237,851</b>	<b>\$ 232,464</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Business Activity Permits managed	67	72	70
Business Activity Permits renewed within 30 days of expiration	54	70	68
Percent of Business Activity Permits renewed within 30 days of expiration	93%	97%	80%
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%
Cost to audit percentage rent leases	\$39,929	\$40,000	\$39,000
Percent of base rents collected by due date in lease	97%	97%	95%
Leases audited	8	8	8
Lease contracts managed	64	64	64
Number of tenant contacts regarding sustainability issues (Green Objective)	62	48	45

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management

➤ **Financial Management**

Parking Services  
Harbor Patrol  
Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Compressed thousands  
of scanned labor sheets,  
tenant sales reports and  
other scanned  
documents to free over  
80 GB of space on the  
waterfront server.

## Financial Management

(Program No. 8113)

### Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

### Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

### Key Objectives for Fiscal Year 2010

- Process 90% of requisitions and claims within 21 days of receipt.
- Resolve 90% of billing errors within 2 billing cycles.
- Complete budget within timeline set by Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>				
Interest Income	\$ 490,553	\$ 276,019	\$ 331,156	\$ 125,000
<b>Total Revenue</b>	<b>\$ 490,553</b>	<b>\$ 276,019</b>	<b>\$ 331,156</b>	<b>\$ 125,000</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 166,270	\$ 167,720	\$ 167,720	\$ 168,641
Supplies and Services	30,694	24,832	24,832	27,169
<b>Total Expenditures</b>	<b>\$ 196,964</b>	<b>\$ 192,552</b>	<b>\$ 192,552</b>	<b>\$ 195,810</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Percent of requisitions and claims processed within 21 days	96%	90%	90%
Percent of resolution of billing errors within 2 billing cycles	91.75%	100%	90%
Deposits processed	828	825	825
Requisitions and claims processed	2,071	2,100	2,100
Billing accounts processed	13,771	13,000	13,800

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management

➤ **Parking Services**

Harbor Patrol  
Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Expansion of the Honor  
Fee Collection System to  
Palm Park Parking Lot  
effective January 1,  
2009.

## Parking Services

(Program No. 8121)

### Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

### Program Activities

- Staff and operate eight parking lots throughout the Waterfront area.
- Monitor and collect revenue at five Honor Fee collection sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

### Key Objectives for Fiscal Year 2010

- Maintain annual parking permit revenues of at least \$335,000.
- Maintain an annual operating expense of not more than 53% of revenue collected.
- Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 31% of revenue collected from Stearns Wharf.
- Maintain a high standard of customer service by holding an annual Waterfront Parking staff training meeting in April 2010.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Hourly Employee Hours</b>	<b>36,020</b>	<b>36,020</b>	<b>37,099</b>	<b>35,496</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 1,860,564	\$ 1,879,854	\$ 1,807,923	\$ 2,157,597
<b>Total Revenue</b>	<b>\$ 1,860,564</b>	<b>\$ 1,879,854</b>	<b>\$ 1,807,923</b>	<b>\$ 2,157,597</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 746,286	\$ 787,041	\$ 787,041	\$ 783,382
Supplies and Services	99,013	107,167	105,491	98,182
Non-Capital Equipment	13,232	104,862	40,000	40,000
<b>Total Expenditures</b>	<b>\$ 858,531</b>	<b>\$ 999,070</b>	<b>\$ 932,532</b>	<b>\$ 921,564</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Total permit revenue	\$333,339	\$335,000	\$335,000
Operating expenses as a percent of revenue collected	49%	53%	53%
Accuracy rate of Cash Drawers	99.9%	99%	99%
Annual operating labor cost as a percentage of revenue collected from Stearns Wharf	26%	31%	31%
Wharf tickets distributed	286,290	237,000	277,000
Harbor tickets distributed	155,445	144,000	144,000
Boat Trailer tickets distributed	10,299	10,000	10,000
Outer Lot tickets distributed	297,243	290,000	290,000
Total operating expense	\$850,027	\$969,100	\$923,100
Collection envelopes collected	7,100	7,500	7,500

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services

➤ **Harbor Patrol**

Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Equipped and trained Officers with Tasers in FY2009. Tasers have been shown to reduce the risk of injury to both suspect and officer. Since FY 2006, Harbor Patrol has not lost any hours due to injury.

## Harbor Patrol

(Program No. 8131)

### Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

### Program Activities

- Provide emergency response seven days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

### Key Objectives for Fiscal Year 2010

- Respond to 94% of in-harbor emergencies within five minutes.
- Achieve an average of 50 training hours per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 35 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.
- Coordinate two joint (Fire & Harbor Patrol) emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Hourly Employee Hours</b>	<b>4,732</b>	<b>4,732</b>	<b>4,732</b>	<b>4,385</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 1,516,781	\$ 1,597,033	\$ 1,597,033	\$ 1,676,499
Supplies and Services	117,069	120,856	120,580	103,495
Special Projects	-	-	-	147,000
Non-Capital Equipment	60,376	31,500	31,500	15,000
<b>Total Expenditures</b>	<b>\$ 1,694,226</b>	<b>\$ 1,749,389</b>	<b>\$ 1,749,113</b>	<b>\$ 1,941,994</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Percent of 5 minute emergency response times	96%	95%	94%
Training hours per officer	123.10 Hrs	52.75 Hrs	50
Class tours or other public relations events	37	35	35
Hours lost due to injury	0	0	410
Number of joint (Fire & Harbor Patrol) drills.	1	3	2
Calls for Service	2,040	2,000	2,000
Emergency responses inside of harbor (tows not included)	83	90	100
Emergency responses outside of harbor (tows not included)	100	120	100
Emergency vessel tows	129	140	130
Non-emergency (courtesy) vessel tows	362	320	320
Marine sanitation device inspections	1,160	1,200	1,200
Enforcement contacts	1,501	1,500	1,500
Arrests	129	110	110
Parking citations	442	500	500
Motor patrols	2,727	2,800	2,800
Foot patrols	4,106	4,000	4,000
Boat patrols	2,041	2,000	2,000
Marine mammal rescues	66	40	40
Medical emergency responses	NA	NA	80
Fire service emergency responses	NA	NA	10

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol

➤ **Marina Management**

Facilities Maintenance  
Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Began database building  
for reverse 911 system at  
Waterfront.

## Marina Management

(Program No. 8141)

### Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

### Program Activities

- Manage a 1,133 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

### Key Objectives for Fiscal Year 2010

- Process 90% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).
- Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Support Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).



## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>1,066</b>	<b>1,066</b>	<b>1,040</b>	<b>815</b>
<b>Revenues</b>				
Fees and Service Charges	\$ 4,941,842	\$ 5,011,149	\$ 4,597,812	\$ 4,981,194
Other Revenue	47,786	58,716	22,880	9,500
<b>Total Revenue</b>	<b>\$ 4,989,628</b>	<b>\$ 5,069,865</b>	<b>\$ 4,620,692</b>	<b>\$ 4,990,694</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 202,830	\$ 236,126	\$ 236,126	\$ 231,720
Supplies and Services	74,942	70,849	70,849	62,851
Capital Equipment	-	15,000	-	-
<b>Total Expenditures</b>	<b>\$ 277,772</b>	<b>\$ 321,975</b>	<b>\$ 306,975</b>	<b>\$ 294,571</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Trades, transfers, permits or assignments processed	175	90	150
Percent of trades, transfers, permits or assignments processed within 10 days	89%	90%	90%
Percent of visitor slip assignments processed within 30 minutes	96.5%	95%	95%
West Beach permit revenue	NA	\$8,750	\$8,750
Catamaran permit revenue	NA	\$12,400	\$12,400
Visitor occupancy days per year	22,803	20,000	20,000
Vessels aground or sunk in East Beach anchorage	13	10	10
Cost to dispose of vessels beached on East Beach	\$22,803	\$10,000	\$13,000

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol  
Marina Management

➤ **Facilities Maintenance**

Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Completed eight  
45-foot fingers of the  
Marina 2 Re-decking  
Project on time and  
under budget. Project  
replaces framing, deck  
boards, hardware,  
fasteners and  
connectors.

## Facilities Maintenance

(Program Nos. 8151, 8152)

### Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

### Program Activities

- Maintain and repair the Harbor, Stearns Wharf and Waterfront Parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

### Key Objectives for Fiscal Year 2010

- Achieve 80% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.
- Accomplish 90% of preventative maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 690 or fewer hours.
- Encourage 55% of staff to participate in flex work schedules.
- Track numbers of work orders by type (routine and preventative maintenance work orders).
- Rebuild ten marina slip fingers of various lengths in Marina 2.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>17.30</b>	<b>17.30</b>	<b>17.30</b>	<b>17.30</b>
<b>Hourly Employee Hours</b>	<b>16,420</b>	<b>16,420</b>	<b>16,420</b>	<b>11,892</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 1,555,926	\$ 1,719,584	\$ 1,719,584	\$ 1,664,498
Supplies and Services	1,858,808	2,053,543	1,999,860	1,905,329
Non-Capital Equipment	19,059	18,222	18,000	16,000
<b>Total Expenditures</b>	<b>\$ 3,433,793</b>	<b>\$ 3,791,349</b>	<b>\$ 3,737,444</b>	<b>\$ 3,585,827</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Percent of in-service days for Harbor Patrol Fleet (each vessel)	82%	80	80%
Percent of preventative maintenance tasks completed	90%	90	90%
Lost staff hours due to injury	920.5	320	690
Labor cost for vessel maintenance	\$47,470	\$65,000	\$70,000
Labor cost of preventative maintenance tasks	\$231,880	\$240,000	\$250,000
Labor and equipment cost for holiday and special events	\$40,355	\$45,000	\$45,000
Hours per dock box installation	N/A	NA	10
Number of routine work orders completed	1,760	1,800	1,700
Number of preventative maintenance work orders completed	516	500	500

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol  
Marina Management  
Facilities Maintenance

➤ **Facilities Design and Capital  
Programs**



### RECENT PROGRAM ACHIEVEMENTS

City Pier Heavy Timber  
Repair Project  
completed one year  
ahead of schedule and  
under budget.

## Facilities Design and Capital Programs

(Program No. 8161)

### Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

### Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

### Key Objectives for Fiscal Year 2010

- Complete 80% of minor capital projects under \$100,000 in FY2010 according to the approved schedule.
- Complete 70% of minor capital projects that are constructed under \$100,000, according to the approved budget.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Enter Stearns Wharf data into City Geographic Information System (GIS) database by QTR 4.
- Construct Phase 1 of Marina 1 Replacement Project which includes main walkway, gangway and landside utilities.
- 🌿 Reduce natural gas usage and costs by installing a solar thermal unit on a Marina restroom.
- 🌿 Install 200' of recycled plastic bull rails on Stearns Wharf every year.

## Financial and Staffing Information

	Actual FY 2008	Amended FY 2009	Projected FY 2009	Proposed FY 2010
<b>Authorized Positions</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>				
Salaries and Benefits	\$ 217,013	\$ 237,730	\$ 237,730	\$ 245,541
Supplies and Services	12,789	12,836	12,836	7,480
<b>Total Operating Expenditures</b>	<b>\$ 229,802</b>	<b>\$ 250,566</b>	<b>\$ 250,566</b>	<b>\$ 253,021</b>
Capital Revenues	\$ 66,063	\$ 2,515,000	\$ 2,500,000	\$ -
Capital Program	1,731,904	5,087,023	3,363,000	1,130,000
<b>Addition to / (Use of) Reserves</b>	<b>\$ (1,895,643)</b>	<b>\$ (2,822,589)</b>	<b>\$ (1,113,566)</b>	<b>\$ (1,383,021)</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Proposed FY 2010</b>
Percent of minor capital projects completed on schedule	79%	85%	80%
Percent of minor capital projects completed within budget	67%	80%	70%

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